

DOCUMENT RESUME

ED 085 555

95

CE 000 735

AUTHOR Sisson, Roger L.
TITLE Guide to Project Manuals. A Vocational Education Planning System for Local School Districts. Volume IX.
INSTITUTION Government Studies & Systems, Philadelphia, Pa.
SPONS AGENCY New Jersey State Dept. of Education, Trenton. Div. of Vocational Education.
PUB DATE Jun 73
NOTE 27p.; For related documents, see CE 000 731-4 and CE 000 785-8

EDRS PRICE MF-\$0.65 HC-\$3.29
DESCRIPTORS *Educational Finance; *Educational Planning; Guides; *Statewide Planning; *Vocational Education

ABSTRACT

The ninth, and final, volume of a series on Vocational Education Planning explains that the local analysis information system is described in volumes 1-3 and 5-7. The State level system is described in volume 4. Volume 8 brings together the various training materials prepared during the project. The final volume also contains remarks on the system for vocational education planning in local education agencies and a brief introduction to the application processing/fund allocation system. (AG)

A Vocational Education Planning System FOR LOCAL SCHOOL DISTRICTS

NEW JERSEY STATE DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL EDUCATION
225 WEST STATE STREET
TRENTON, N.J. 08625

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

with the assistance of
GOVERNMENT STUDIES & SYSTEMS, INC.
3401 MARKET STREET
PHILA., PA. 19104

GUIDE TO PROJECT MANUALS

Vol. IX

FILMED FROM BEST AVAILABLE COPY

A VOCATIONAL EDUCATION PLANNING SYSTEM
FOR
LOCAL SCHOOL DISTRICTS

Volume IX: Guide To Project Manuals

Produced For

Edison Township

Linden

Lower Camden County Regional
High School District

Middlesex County Vocational Schools

Somerset County Vocational School
and Technical Institute

and

The State Department of Education
Division of Vocational Education

With the Assistance of

Government Studies and Systems, Inc.

The project presented herein was performed pursuant to a grant from the New Jersey State Department of Education, Division of Vocational Education under Public Law 90-576, Part C, Section 131, (b).

July 1970 - June 1973

Acknowledgments

The Division of Vocational Education of the New Jersey State Department of Education has long recognized the need to introduce more science into the art of educational planning. This publication is an outgrowth of its efforts to devise more systematic, objective, and precise bases for program decisions. The Division has determined, moreover, that the key to the success of its system is to insure that the Local Education Agency has an advanced planning capability.

Grateful acknowledgment is given to Dr. Robert M. Worthington, former Assistant Commissioner of Education (DVE), for initiating this study and to Mr. Stephen Poliacik, Assistant Commissioner of Education (DVE), for his guidance and support in continuing the study when problems seemed insurmountable. Also, to Former Commissioner of Education, Dr. Carl L. Marburger, and Acting Commissioner of Education, Dr. Edward W. Kilpatrick for their support and patience. Appreciation is further expressed to the Superintendents of the five LEAs: Mr. Charles A. Boyle, Edison; Mr. Americo R. Taranto, Linden; Mr. Joseph R. Wilson, Somerset; Mr. Leonard A. Westman, Lower Camden County Regional High School; and Dr. J. Henry Zanzalari, Middlesex County Vocational Schools and Technical Institute for their cooperation and understanding.

Finally, to the staff of the Division of Vocational Education, and particularly Dr. Morton Margules, Associate Director, State Division of Vocational Education (Ancillary

Services); Mr. Harold R. Seltzer, Director, Bureau of Occupational Research and Development; and Mr. Alvin Weitz, Director of Program Development for their invaluable assistance and insights. To Government Studies and Systems, Inc., Mr. Charles P. Cella, Director; Mr. Roger L. Sisson, Associate Director; Mr. Joseph H. Bosworth, Program Director; and Mr. Nelson G. Freed, Project Manager for their knowledge and technical capability so necessary in developing and testing this planning system.

The principal author of Volume IX is:

Roger L. Sisson

Series Preface

Planning is a universal concept based on the proposition that if you think a bit about what you intend to do, you are likely to do whatever it is better than if you don't think about it. This process of thinking ahead generally involves gathering information, analyzing the information and then formulating one or more courses of action to follow. The planning system presented here embodies these elements in operational procedures for planning for school districts.

The Vocational Education Planning System draws heavily upon a growing body of experience in educational planning which has been generated by Government Studies and Systems (GSS). The introduction describes these concepts. Out of this experience has evolved a set of planning techniques, particularly suited by design and through actual use, to enable effective planning. The bases for uses of indicators, planning factors, forecasts, models and others of these techniques are clearly laid out in this manual as they appear in the normal course of the planning cycle.

This manual is one of several resulting from a project to design planning procedures for local and state vocational education agencies. This manual describes the overall planning process for LEAs. It is to be used in conjunction with the following manuals:

Volume I: Local Education Agency User's Manual

Volume II: Local Education Agency User's Data Collection Manual

- Volume III: Local Education Agency Planning Analyst's Procedures
- Volume IV: State Application Funding Procedures
- Volume V: Enrollment Forecasting Procedures
- Volume VI: Procedure for Estimating Adult and Post-Secondary Potential Enrollment
- Volume VII: Job Demand Forecasting Program
- Volume VIII: Training Materials
- Volume IX: Guide to Project Manuals

The most important ingredients in effective planning, however, are the people who do the planning. The planning team itself should include, at the very least, those who are going to be directly responsible for the execution of the plan, once developed, and those who are otherwise directly affected by the plan. People who participate in the planning process, who see their input take shape in a plan, tend to be better advocates and implementors of that plan.

TABLE OF CONTENTS

Page

Acknowledgments.....	i
Series Preface.....	iii
1. INTRODUCTION.....	1
2. A VERY BRIEF INTRODUCTION TO THE GSS SYSTEM FOR VOCATIONAL EDUCATION PLANNING IN LOCAL EDUCATION AGENCIES..	2
3. A BRIEF INTRODUCTION TO THE APPLICATION PROCESSING/ FUND ALLOCATION SYSTEM.....	6

FIGURES

FIGURE 1

LEA Vocational Education Planning System.....	3
---	---

FIGURE 2

Cost and Resource Requirements Prediction.....	4
--	---

1. INTRODUCTION

The New Jersey Vocational Education Planning System Project has produced two analysis-information systems which support decision-making about vocational education at the local and the state level.

The local system is designed for use by either a vocational school district (such as an Area Vocational-Technical District) or by a comprehensive district which has vocational programs. (In fact, it can be used, with little modification, for vocational planning by Counties or even by general comprehensive schools.) This system is quite complete and includes procedures for estimating potential enrollment (social demand) and manpower (job) demand as well as for maintaining planning data and for computing resource and revenue requirements. This local system is described briefly in section 2 of this manual and in Volumes I, II, III, V, VI and VII of this series.

The system developed for the Division of Vocational Education, New Jersey Department of Education, maintains complete data on applications for funds and performs various analyses and ranking procedures to assist in allocating the funds. This system is described in section 3 of this guide and, in detail, in Volume IV of the series.

Volume VIII of the series brings together various training materials prepared during the project. These include a description of a linear programming approach to allocating funds, a discussion of overall planning at the Division level and a plan for disseminating the Local Educational Agency System within the state.

This project grew out of an earlier study* made for the Division by GSS personnel (then at Fels) under the impetus of Robert M. Worthington, then Assistant Commissioner of Education.

2. A VERY BRIEF INTRODUCTION TO THE GSS SYSTEM FOR VOCATIONAL EDUCATION PLANNING IN LOCAL EDUCATIONAL AGENCIES

The planning system has two major parts:

- a formal, annual process to insure that objectives are set, alternatives considered and a feasible plan developed (see figure 1)
- aids for predicting the resource requirements for any given plan (see Figure 2) and for estimating demands and revenues.

*Brewin, C. Edwin; Robert P. Cantine, Charles I. Goldman, Benjamin H. Renshaw, Report of a Proposed Planning System for the New Jersey Division of Vocational Education, Government Studies Center, Fels Institute, University of Pennsylvania, Feb. 1970.

Figure 1

LEA VOCATIONAL EDUCATION PLANNING SYSTEM
(See Volume I)

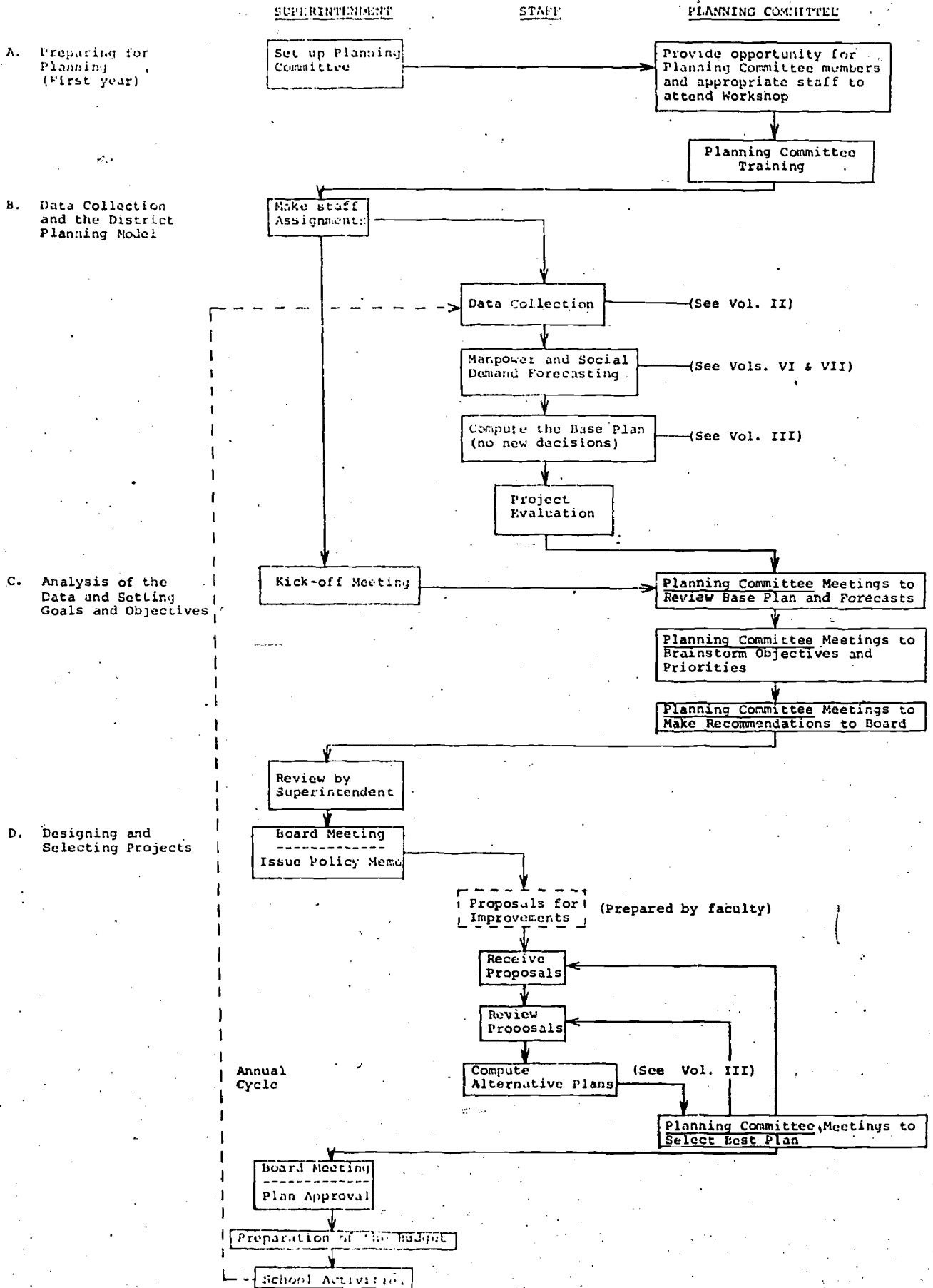


Figure 2
Cost and Resource Requirements
Prediction

BASE CASE - MAY 11, 1972
PLANNED PROGRAM ENROLLMENT - BY PROGRAM

LEVEL	PROG-IDEN	PROG-NAME	PLAN-YEAR 1972	1973	1974	1975	1976	1977
S	00462	DISTRIBUTIVE EDUCATION	77	115	133	130	130	130
	00709	HEALTH SERVICES	18	18	16	18	18	18
	00902	CLOTHING TECHNOLOGY	23	25	35	45	50	50
	01400	OFFICE OCCUPATIONS	210	243	263	269	319	361
	01401	OFFICE OCCUPATIONS ERHS	89	132	165	178	197	213
	01703	AUTO MECHANICS	33	40	50	50	50	50
	01710	BUILDING TRADES	44	50	50	50	50	50
	01713	CRAFTING	36	37	34	37	40	40
	01714	ELECTRICAL TRADES	39	40	40	50	50	50
	01719	PRINTING TRADES	44	50	50	50	50	50
	01723	MACHINE TRADES	42	50	55	55	55	55
	01726	COSMETOLOGY	60	50	50	50	50	50
	01729	COMMERCIAL FOODS	31	34	45	50	50	50
	11703	AUTOMOTIVE MAINTENANCE-ER	19	35	40	40	40	40
	11710	BUILDING TRADES-ER	11	20	24	34	38	42
	11713	CRAFTING - ER	35	35	34	36	36	36
	11726	COSMETOLOGY - ER	0	20	40	40	40	40
TOTAL			812	992	1141	1202	1263	1325

Tentative capacity
(planned enrollment)
decisions
allow computation
of future costs

BASE CASE - MAY 11, 1972
TOTAL VOCATIONAL PROGRAM COST WITH OVERHEAD

PLAN-YEAR	TOT-TCRR	MIS-TRV	MAINTENANCE	ECPT-COST	OVER-HEAD	TOT-COST	FST VOC-STUD	COST-PER-STU
1972	242041.	38446.	7741.	12730.	910018.	1216436.	812.0	1498.69
1973	355071.	52775.	9372.	16709.	1135799.	1441930.	992.0	1473.73
1974	227462.	63291.	11738.	7950.	1356335.	1468466.	1141.0	1458.41
1975	262241.	72404.	14379.	8945.	1504831.	1667480.	1202.0	1553.58
1976	304262.	81741.	17262.	11220.	1685021.	1904936.	1263.0	1662.32
1977	347614.	91812.	20495.	11955.	1861032.	2092908.	1325.0	1775.78

ALTERNATIVE PLAN NO. 1 -

PROG-IDEN	PROG-NAME	PLAN-YEAR	1972	1973	1974	1975	1976	1977
01703	AUTO MECHANICS	33	57	70	75	75	75	75
01710	BUILDING TRADES	44	74	75	75	75	75	75
01713	CRAFTING	36	52	52	53	57	60	60
01714	ELECTRICAL TRADES	39	63	70	75	75	75	75
01719	PRINTING TRADES	44	69	74	75	75	75	75
01723	MACHINE TRADES	42	55	75	80	80	80	80
01726	COSMETOLOGY	60	50	50	50	50	50	50
01729	COMMERCIAL FOODS	31	51	63	70	75	75	75

An alternative
decision and its
costs

PLAN-YEAR	TOT-TCRR	MIS-TRV	MAINTENANCE	ECPT-COST	OVER-HEAD	TOT-COST	FST VOC-STUD	COST-PER-STU
1972	244041.	38446.	7941.	12730.	910018.	1216436.	812.0	1498.69
1973	257449.	44313.	9343.	10709.	1239418.	1467372.	1132.0	1419.54
1974	292438.	60043.	11745.	7950.	1462174.	1654400.	1295.0	1431.97
1975	335947.	92249.	14331.	8945.	1619840.	1904377.	1378.0	1517.47
1976	407721.	10772.	17247.	11220.	1810410.	2081390.	1450.0	1621.65
1977	445174.	117655.	20507.	11955.	2022364.	2267653.	1520.0	1735.33

ALTERNATIVE PLAN NO. 1 - MAY 12, 1972
TEACHING REQUIREMENTS - ROUNDED TO NEAREST .5

LEVEL	PROG-IDEN	PROG-NAME	PLAN-YEAR	AVER-CL-SIZE	TCRR-PDS	TCRR-WKS	TCRR-REQ	TCRR-AVL	TCRR-HWES
S	01714	ELECTRICAL TRADES	1972	25.0	33.0	36.0	2.0	1.0	1.0
			1975	25.0	30.0	36.0	2.0	1.5	.5
			1976	25.0	30.0	36.0	2.0	1.5	.5
			1977	25.0	30.0	36.0	2.0	1.5	.5
	01719	PRINTING TRADES	1972	25.0	30.0	36.0	1.0	1.0	.0
			1973	25.0	30.0	36.0	1.5	1.0	.5
			1974	25.0	30.0	36.0	2.0	1.0	1.0
			1975	25.0	30.0	36.0	2.0	1.5	.5
			1976	25.0	30.0	36.0	2.0	1.5	.5
			1977	25.0	30.0	36.0	2.0	1.5	.5
	01723	MACHINE TRADES	1972	25.0	30.0	36.0	1.0	1.0	.0
			1973	25.0	30.0	36.0	1.5	1.0	.5
			1974	25.0	30.0	36.0	2.0	1.0	.5
			1975	25.0	30.0	36.0	2.5	1.5	.5
			1976	25.0	30.0	36.0	2.5	1.5	.5
			1977	25.0	30.0	36.0	2.5	1.5	.5

Many types of
alternatives &
many analyses
of them can be
made, e.g. staff
requirements

ALTERNATIVE PLAN NO. 1 - MAY 12, 1972
TOTAL VOCATIONAL PROGRAM COST WITH OVERHEAD

LEVEL	PROG-IDEN	PROG-NAME	PLAN-YEAR	TOT-TCRR	MIS-TRV	MAINTENANCE	ECPT-COST	OVER-HEAD	TOT-COST
S	01714	ELECTRICAL TRADES	1972	22057.	5270.	425.	400.	74014.	10744.
			1973	27141.	6211.	780.	500.	84145.	12237.
			1976	20155.	6432.	493.	600.	63427.	11132.
			1977	31704.	7514.	1012.	600.	62723.	14072.
	01719	PRINTING TRADES	1972	13044.	10660.	344.	800.	43744.	7433.
			1973	14104.	17700.	572.	500.	74600.	11360.
			1974	25104.	20645.	640.	500.	64422.	13453.
			1975	31149.	22454.	740.	1000.	63145.	14372.
			1976	33641.	24955.	893.	1500.	61427.	15042.
			1977	34321.	27451.	1012.	1500.	61731.	15722.
	01723	MACHINE TRADES	1972	11044.	1131.	366.	0.	47101.	6314.
			1973	16044.	1925.	439.	0.	71191.	9814.
			1974	22047.	2443.	460.	0.	64422.	11042.
			1975	31041.	2440.	632.	0.	61042.	12742.
			1976	31041.	3153.	953.	1800.	61042.	16042.
			1977	46041.	3460.	1079.	1020.	10440.	15242.
	01726	COSMETOLOGY	1972	11045.	3460.	543.	0.	47047.	4367.
			1973	14044.	3116.	414.	0.	64744.	7114.
			1974	14044.	3424.	453.	400.	56444.	7804.
			1975	15041.	3770.	520.	540.	64774.	8221.
			1976	21044.	4144.	595.	540.	63721.	11042.
			1977	22044.	4011.	474.	600.	63721.	11042.
01729									

Program costs

This system has been tested and is being put into use in LEAs in New Jersey. The Division of Vocational Education of the New Jersey Department of Education financed the project and contributed to the design and development.

The benefits of using the system are:

- Manpower demands and social demands (client desires for vocational education) will be more nearly met.
- Opportunity for wide participation in the objective-setting and alternative plan selection parts of the process. Roles are clearly defined.
- The policy trade-offs can be made with explicit forecasts of the consequences in terms of
 - . resources needed
 - . relationship of graduates to job openings
 - . relationship of planned capacity to enrollees' desires
 - . total costs and program costs (including allocated overhead)

3. A BRIEF INTRODUCTION TO THE APPLICATION PROCESSING/
FUND ALLOCATION SYSTEM

Deciding how to allocate funds to action agencies is now a familiar problem in local and state government. The decision-aiding system, primarily for use with Public Law 90-576 (now 92-318), has been developed for the New Jersey Division of Vocational Education by Government Studies and Systems. (This system, although designed for the state vocational education applications, can be adapted for any case that must allocate limited funds to a number of action agencies on the basis of their characteristics and data contained in applications.)

The examples of the system contained in this paper are taken from its operation in New Jersey. There, it is in regular use to allocate, keep track of and report on funds to over 4500 courses in more than 280 local educational agencies (LEAs).

Exhibit I shows a basic listing of a small part of the data in the file. The allocation procedure involves receiving requests from the LEA and performing the allocation analysis leading to recommended funding. After further adjustments and acceptance or rejection by the LEA a commitment is made.

Program (Subject) Code	Purpose (Revenue) Code
01	01
02	02
03	03
04	04
05	05
06	06
07	07
08	08
09	09
10	10
11	11
12	12
13	13
14	14
15	15
16	16
17	17
18	18
19	19
20	20
21	21
22	22
23	23
24	24
25	25
26	26
27	27
28	28
29	29
30	30
31	31
32	32
33	33
34	34
35	35
36	36
37	37
38	38
39	39
40	40
41	41
42	42
43	43
44	44
45	45
46	46
47	47
48	48
49	49
50	50
51	51
52	52
53	53
54	54
55	55
56	56
57	57
58	58
59	59
60	60
61	61
62	62
63	63
64	64
65	65
66	66
67	67
68	68
69	69
70	70
71	71
72	72
73	73
74	74
75	75
76	76
77	77
78	78
79	79
80	80
81	81
82	82
83	83
84	84
85	85
86	86
87	87
88	88
89	89
90	90
91	91
92	92
93	93
94	94
95	95
96	96
97	97
98	98
99	99

This printout gives the basic recommended funding detail and also the requested and committed totals sorted by county, by LEA within the county, and by program area (subject area). Some typical subject area codes are:

- A - agriculture
- C - health occupations
- G - technical education
- L - vocational guidance & counseling
- SCRD - county coordinators activities

"Purpose" is funding source designation, e.g.

- A is funds for adult education
- DIS is funds for disadvantage
- RES is funds for research

All exhibits are reductions of computer printouts actually used or very similar to ones used by New Jersey staff (with proper names suppressed).*

Exhibit II is the same data as in I, sorted by program to facilitate analysis of funds requested for specific subject areas. This is useful in relating funding to manpower needs. Enrollment data is also in the file (see below) to permit further manpower matching studies.

Since the state vocational education division is organized by program, this printout also gives each program specialist his data.

*The system utilizes (and all outputs shown were produced by) a file maintenance - report generator software system called RAMIS, a proprietary product of MATHEMATICA, Inc., Princeton, New Jersey, on a 360/65 computer.

FY 73 LISTING 14 AUG 72 CHANGES THROUGH BATCH 19

FY PROGRAM

NOTE --- 'APPL' MEANS PROGRAM

APPL PURP-USE CO LEA LEA-NAME

COURSE	PRO-SAL	TRAVEL	SURPLS	EQUIP-PR	EQUIP-RT	MISC-CST	PECM-AMT	COMM-AMT	REQT-AMT
C	PS	39 5260	UNION COUNTY VOC-TECH SCHOOLS						
02		4250	0	75	0	0	4325	4325	8800
03		4750	0	1000	0	0	5750	5750	19200
04		6400	0	277	0	3562	10239	10239	28119
05		4750	0	1875	0	2387	5012	5012	26500
06		5550	0	0	0	7375	12925	12925	41100
41 5460		WARREN COUNTY VOC-TECH							
01		6000	0	0	0	0	6000	6000	31500
09 0720		CAPE MAY COUNTY VOCATIONAL BOARD OF EDUCATION							
01		2024	0	0	0	0	2024	2024	13172
11 5350		VINELAND BOARD OF EDUCATION							
111		2167	0	0	0	0	2167	2167	21783
15 1775		GLOUSTER COUNTY VOC-TECH							
01		2750	0	0	0	0	2750	2750	21000
101		1545	0	0	0	0	1545	1545	7518
102		1500	0	0	0	0	1500	1500	13240
23 1290		EDISON TOWNSHIP NEW JERSEY							
1500		0	0	0	0	0	3000	3000	25612
2880		MADISON TOWNSHIP PUBLIC SCHOOLS							
101		5850	0	0	0	0	1192	1192	6313
01		1192	0	0	0	0	2383	2383	9653
02		2383	0	0	0	0	2475	2475	9900
25 3260		MONMOUTH COUNTY VOCATIONAL SCHOOL DIST							
01		2475	0	0	0	0	2750	2750	11000
02		2750	0	0	0	0	3578	3578	24117
29 0530		BRICK TOWNSHIP							
01		3578	0	0	0	0	2400	2400	10195
3790		OCEAN COUNTY VOCATIONAL TECHNICAL SCHOOL							
01		2400	0	0	0	0	2490	2490	10665
02		2490	0	0	0	0	2500	2500	10155
03		2500	0	0	0	0	2500	2500	10250
04		2500	0	0	0	0	1250	1250	5050
39 4290		RAHWAY BOARD OF EDUCATION							
101		1250	0	0	0	0	803115	803115	2939905
*TOTAL C		456035	9530	2223	171523	0	163804	803115	2939905

totals for
programSub-sort by
revenue source

Exhibit III is the same data listed and summed by purpose to insure meeting goals specified in Federal and State legislation and Division policy. Totals by purpose are also computed.

This (Exhibit IV) is a summary of the committed funds (numbers are not actual in this case) showing totals both by revenue purpose and program (called "appl" since an application was submitted for each program area).

Summaries like this, and other short analytical reports, can be produced within minutes in the on-line computer system. Detailed listing (of the entire 4500 items where needed) can be produced in 2-3 hours at premium cost; in a day at lower cost.

This summary also provides control totals which are checked each time the file is updated.

Exhibit V is an example of a special analysis. Such a request for data can be "programmed" in 15 minutes or less and the results obtained in another 15-20 minutes.

This (Exhibit VI) printout lists the enrollment in courses which were funded i.e., (for which there are commitments) for one county sorted by LEA and program within LEA, showing enrollment in each category. Totals could also easily be computed.

Exhibit IV

COMMITMENTS BY PROGRAM AND PURPOSE

AUG 20 --- FUNDING HEIGHT 24 --- update control

PUMPS-BSF

revenue source

APP.	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300	1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	1312	1313	1314	1315	1316	1317	1318	1319	1320	1321	1322	1323	1324	1325	1326	1327	1328	1329	1330	1331	1332	1333	1334	1335	1336	1337	1338	1339	1340	1341	1342	1343	1344	1345	1346	1347	1348	1349	1350	1351	1352	1353	1354	1355	1356	1357	1358	1359	1360	1361	1362	1363	1364	1365	1366	1367	1368	1369	1370	1371	1372	1373	1374	1375	1376	1377	1378	1379	1380	1381	1382	1383	1384	1385	1386	1387	1388	1389	1390	1391	1392	1393	1394	1395	1396	1397	1398	1399	1400	1401	1402	1403	1404	1405	1406	1407	1408	1409	1410	1411	1412	1413	1414	1415	1416	1417	1418	1419	1420	1421	1422	1423	1424	1425	1426	1427	1428	1429	1430	1431	1432	1433	1434	1435	1436	1437	1438	1439	1440	1441	1442	1443	1444	1445	1446	1447	1448	1449	1450	1451	1452	1453	1454	1455	1456	1457	1458	1459	1460	1461	1462	1463	1464	1465	1466	1467	1468	
------	---	---	---	---	---	---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	--

Exhibit V

PAGE 1

PERCENT OF REQUESTED AMOUNT THAT WAS FUNDED BY COUNTY

CO	COMMIT-AMT	REQT-AMT	PERCENT
01	395712	1490709	17.8
02	593350	4853917	13.8
03	361730	2647015	13.6
07	892350	5278339	16.9
08	133570	430580	32.2
11	136333	1410142	16.8
12	1041570	3233754	26.5
13	415101	2048537	20.3
17	536335	2202296	24.4
18	151210	723957	20.9
20	606467	3475767	17.5
22	2250111	7510510	30.5
23	621127	3506397	18.8
24	301801	3516211	9.8
25	355723	1917309	18.6
27	474273	3067603	15.5
31	312113	1384110	22.5
33	290860	1111932	26.1
35	131167	740316	17.7
37	984875	5292380	18.6
39	80204	363328	23.9
41	35963	132209	27.2

committed amount

original requests

(This data is only an example -- not reflecting actual allocations)

> 16.05.34
percent commitment at request
county codes

NUMBER OF RECORDS IN TABLE= 928 LINES= 27

Exhibit VI

PAGE 1

ENROLLMENT BY TYPE IN LEAS IN COUNTY 07

CO LEA	STUDY			student type		
	D	H	R	disadvantaged	handicapped	regular
07 00CC	65	0	40			
0150	0	0	32			
0160	0	0	82			
0200	0	0	121			
0300	0	30	1309			
0500	0	0	50			
0600	2662	30	1192			
0700	186	254	5388			
0800	149	17	510			
0900	65	25	80			
1255	0	0	14			
1770	483	0	89			
1780	56	0	0			
1800	6	0	120			
1830	0	0	1592			
1900	0	0	14			
2500	22	8	0			
2670	0	0	170			
2810	127	20	382			
3770	0	0	60			
4000	202	0	0			
4730	41	3	206			
5035	89	2	9			
5080	90	0	42			
5400	0	6	290			
5820	0	0	54			
5900	0	0	82			

To show the simplicity of the report generator, this is the "program" that produced this table. Note the English-type statements.

```

a table is wanted.
source of data
write (or sum)
column definers
row definers
eliminates error records
if revenue source is federal
if a commitment has been made
if committed funds

```

TABLE
HEADING
ENROLLMENT BY TYPE IN LEAS IN COUNTY 07
FILE VOCED
WRITE STU ACROSS STY BY CO BY L
IF STY IS R OR U OR H
IF CO IS 07
IF L IS NOT WXYZ IF A IS NOT WXYZ IF C IS NOT 999
IF PL IS COM IF RS IS 90-576 IF SA IS MORE-THAN 0
END

County (data can be obtained for any or all counties or LEAs)

STU = student enrollment
STY = student type
CO = county
L = LEA
PL = plan

To go back to the allocation process:

Editing, keypunching, and entry of application (request) data for about 4500 courses takes several weeks.

After the request data are entered into the file, a computation is made. This produces a rating for each course based on:

course characteristics: secondary, post-secondary
adult, regular, disadvantaged
handicapped

LEA characteristics: dropout rate
tax effort
urban-suburban-rural
model city status

The above are examples of the factors that may be used in a rating process. Factors may be chosen to represent program, student type, location, tax ratables per student, institution type, grade level or many other characteristics. Each of the factors has several steps or values, e.g.; location can be urban, rural or suburban; dropout rate can range from 0 to say, 30%. Each step of a variable is given a weight, e.g.:

urban	3
suburban	1
rural	2

(For continuous variables like dropout rate, the factor values are divided in deciles and each of these given a weight.)

Then the factors themselves can be weighted to represent their relative importance in judging the desirability of allocating funds. For example, location might be weighted 3 and dropout rate 2. A weighting formula is produced in which the weight of each course is the sum of its factor value weights times that factor's weight. (If there were only the two factors, the formula would be 3 (location weight) x 2 (dropout weight).

The overall rating is then used to rank the course, with the highest course (within each revenue source or purpose) obtaining preference for funds. In the actual case, in New Jersey, the ranking is used as a guide by the program specialists, who take into account their knowledge of the quality of the course and other inputs to make a final allocation.

Exhibit VII is the main analytic report. It gives the course by rank. The CUM-REQ column gives the cumulative requested amount starting with the highest ranked course within the purpose.

The analysis program that produces this report compares the cumulative request with the amount available (set by policy of the Division, guided by State and Federal requirements).. Column APCD attaches an approval status, "approved" (APPR), not approved (NOT), code to each course. The data may then be sorted by program and by LEA for further analysis, with the approval status code still attached so as to guide final decisions on recommended funding.

S_AVAILABLE: 297286

BANK

Local	Cont

CONFIDENTIAL

*NSTU = no students (research, teacher training, etc.).

To show the power of the report-generator, Exhibit VIII is a listing of courses operated by LEAs that are within Federal model city areas which did not receive funds (from the sources considered in this data base).

(This printout is not complete.)

Input forms can be produced on the system. Exhibit IX is used to enter the next year's data for courses already in the system (continuing). Note, that if the file contains certain fields (e.g. course-name) they are printed-out. If the data are not in the file (not entered in the previous years), a blank (underlined) is printed on the form so that the data can be entered.

Modifications to this system may be easily accomplished for any fund allocation desired. Through a system such as this, fund allocation problems are reduced. Retrieval of information is effected easily and quickly. Data correction and up-dating is no longer a difficult task. And, perhaps most importantly, simulations can be inexpensively carried out to assist in understanding what will happen to allocations to various programs and LEAs if weight factors (priorities) are changed. This system is described in detail in Volume IV.

Exhibit VIII

COURSES NOT FUNDED IN FEDERAL MODEL CITY LEAS				REQUESTED SRC-AMT		APPL	COURSE	amount requested	
CO	COUNTY	LEA	LEA-NAME	1	2			11837	-----
10	ESSEX	1	EA	HIGH SCHOOL		B	02	86911	
						E	06	8210	
						F	02	21791	
							04	28170	
						H	05	28170	
							01	102307	
							02	31285	
							03	14111	
							04	29582	
							05	20233	
						L	03	24065	
						F	101	13117	
							103	10020	
							104	16752	
						H	01	7226	
							02	19755	
							05	11086	
							11	22201	
							12	23472	
						F	02	42970	
							03	26090	
						G	01	22966	
							02	10485	
						D	04	11368	
						H	01	36890	
						M	06	1500	
						C	03	2686	
						D	03	8721	

(example stopped here)

Exhibit IX

PAGE 1

*****WORKSHEET FOR 90-576 FUNDING FOR CONTINUING COURSES FOR FY74
SEPT. 72 *** THIS PAGE LISTS COURSES OR PROJECTS FOR WHICH APPLICATION
WAS MADE IN FY 73. ***REFER TO PAGE 3 OF GUIDELINE ***

CO-LEA APPL COURSE CRSE-NAME SCHOOL-NAME

blank for

course name

73REQT 74COSTS

03-1360 B 01 4030 74PRO_SAL TRAV SUPPLS EMERSON EQ_PUR EQ_RENT

02 5019 74PRO_SAL TRAV SUPPLS EMERSON EQ_PUR EQ_RENT

03 5599 74PRO_SAL TRAV SUPPLS EMERSON EQ_PUR EQ_RENT

04 5957 74PRO_SAL TRAV SUPPLS EMERSON EQ_PUR EQ_RENT

course identifier

74TOTAL FIRST_YEAR

CHIEF ADMINISTRATIVE OFFICER

COUNTY SUPERINTENDENT

DECODE

74COSTS

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

74TOTAL FIRST_YEAR

CHIEF ADMINISTRATIVE OFFICER

COUNTY SUPERINTENDENT

DECODE

74COSTS

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

74TOTAL FIRST_YEAR

CHIEF ADMINISTRATIVE OFFICER

COUNTY SUPERINTENDENT

DECODE

74COSTS

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

74TOTAL FIRST_YEAR

previous year request for reference

separate sheet for each program area within LEA

PAGE 2

*****WORKSHEET FOR 90-576 FUNDING FOR CONTINUING COURSES FOR FY74
SEPT. 72 *** THIS PAGE LISTS COURSES OR PROJECTS FOR WHICH APPLICATION
WAS MADE IN FY 73. ***REFER TO PAGE 3 OF GUIDELINE ***

CO-LEA APPL COURSE CRSE-NAME SCHOOL-NAME

blank for

course name

73REQT 74COSTS

03-1360 E 101 15297 74PRO_SAL TRAV SUPPLS EMERSON JR SR H S EQ_PUR EQ_RENT

102 7200 74PRO_SAL TRAV SUPPLS EMERSON JR SR HIGH SCH EQ_PUR EQ_RENT

course identifier

74TOTAL FIRST_YEAR

CHIEF ADMINISTRATIVE OFFICER

COUNTY SUPERINTENDENT

DECODE

74COSTS

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

DECODE

SAL_OTHER MISC

74TOTAL FIRST_YEAR

CHIEF ADMINISTRATIVE OFFICER

COUNTY SUPERINTENDENT

DECODE

74COSTS

name already in file
and so printed out